

Approved For Release 2007/03/09 : CIA-RDP80M01009A003100030004-6  
MEMORANDUM FOR: *Erfile per*  
*o/DO*

This is the background that was  
sent to OSR/SEC by the DDI's office.

If Nancy has any questions I can  
help answer, please have her call  
me.

On file OSD release instructions apply.

Michelle

14 March 1974  
(DATE)

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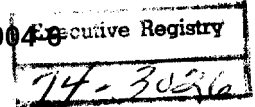
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DEPARTMENT OF DEFENSE  
INDUSTRIAL COLLEGE OF THE ARMED FORCES  
WASHINGTON, D.C. 20319

ICRSP

Lieutenant General Vernon A. Walters, USA  
Deputy Director  
Central Intelligence Agency  
Washington, D. C. 20505

16 JAN 1974

Dear General *Walters*:

For the past several years the Industrial College has included in its curriculum a lecture on the subject, "Military Strategy and Posture of the USSR." This year, it is my pleasure to extend to you a most cordial invitation to address our student body on this subject at 10:15 a.m. on Monday, 11 March 1974, and to remain as our guest at a luncheon with a small group of students and faculty at 12 noon.

This lecture will be an important part of our study of "Management in the Department of Defense" which our students will be pursuing at that time. A copy of the learning objectives for the lecture and other items of possible interest are inclosed.

A check with your office has indicated that this is a convenient date. Upon your acceptance, Colonel E. M. Gershater, USA (693-8223), our faculty sponsor for your lecture, will contact your office regarding administrative arrangements for your visit.

We look forward to the opportunity to welcome you to the Industrial College on 11 March.

Sincerely,

WALTER J. WOOLWINE  
Lieutenant General, USA  
Commandant

- 3 Incl  
1. Objectives  
2. Information Sheet  
3. Catalog

*Look forward to us leaving you  
our regards*

On file OSD release instructions apply.

INDUSTRIAL COLLEGE OF THE ARMED FORCES  
Washington, D.C.

MILITARY STRATEGY AND POSTURE OF THE USSR

- Objectives:
- Understand current Soviet strategic concepts and doctrine for employment of military power throughout the spectrum of conflict
  - Be familiar with the quantitative and qualitative strengths and weaknesses of the existing Soviet military establishment
  - Be familiar with future potential of Soviet military power



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Executive Registry

74-3026

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1924 - 1974 . . . Fifty Years of Education for Defense Management

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Washington, D.C.

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INDUSTRIAL COLLEGE OF THE ARMED FORCES  
Washington, D. C.

Information for Guest Lecturers

1. General:
  - a. Location: Fort Lesley J. McNair, 4th and P Streets, S. W.  
Resident School telephone number 693-8698
  - b. Parking: Space #4 in front of the ICAF building is provided  
for guest speakers
  - c. Arrival: Approximately 15 minutes prior to presentation
2. Presentation Format:
  - a. Time allocation:  
  
Presentation: 35-45 minutes (not over 45 minutes, please)  
Break: 15 minutes (coffee with selected students)  
Questions: 30-40 minutes (moderated by your faculty sponsor)
  - b. Objectives: The student learning objectives are provided for  
your use. We hope that you will be able to cover them in the  
time provided. It is recognized that in those cases where the  
objectives are broad, you may wish to concentrate on one aspect  
of the listed objectives.
3. Non-attribution policy: What you say in the auditorium is on a  
non-attribution basis and will not be repeated or discussed outside  
the College. Material of a classified nature must be so designated  
by you. Thereafter, it will be handled as prescribed in current  
security regulations. Auditorium presentations are tape recorded  
and filed. Should you desire to make off-the-record remarks, the  
request will be honored.
4. Audience:
  - a. The student body totals 190. The 157 officer students in the  
rank of Colonel/Captain and Lieutenant Colonel/Commander repre-  
sent all Services. Our military students normally wear civilian  
attire. In addition, there are 33 top ranking civilian students  
from the Department of Defense and other departments and agencies  
within the Federal Government. Over half of the students possess  
graduate-level degrees on arrival at ICAF.

- b. Members of the Staff and Faculty also attend. It is our custom to permit the attendance of visitors from Federal Government Departments and Agencies, unless you prefer otherwise. This privilege is normally restricted to personnel in the grades of Lieutenant Colonel (Navy Commander) or GS-13 and above. Visitors are not extended the privilege of taking notes or asking questions.
5. Auditorium: The theatre-type auditorium is air-conditioned, soundproofed and it has a modern public address system. A lectern is located on the platform from which signals can be given to the machine operator in the control center above the rear of the auditorium.
6. Visual Aids: The auditorium is equipped for the showing of the usual types of visual aids--16mm motion pictures, slides, transparencies, panels, easel displays, and blackboard if required. Slide projector accommodates 2" x 2" and 3-1/4" x 4" slides. Lettering on slides should not be smaller than 1/20" in height. Vu-graph projector accommodates 10" x 10" vu-graphs.
7. Guest Facilities: There are no housing accommodations for transient visitors at Fort McNair. On request, the College will make hotel reservations, at the speaker's expense.
8. Transportation: If desired, the College will provide transportation from the local hotel, office, or place of business to the College and return. Arrangements may be made with the assigned faculty member.
9. Honorarium: Guests who are not in government service are offered an honorarium in the letter of invitation. This honorarium includes both a fee for the presentation and a fee to cover travel expenses.
10. Thank you for accepting our invitation to speak to our students. Your presentation will play an important role in our 10-month curriculum and we are looking forward to your visit.

Revised Oct 1973

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1015 Hours, Tuesday, 5 March 1974

(AP) THE MANAGEMENT PHILOSOPHY OF THE DEPARTMENT OF DEFENSE

- Objectives:
- Be familiar with the philosophy of management in the Department of Defense
  - Be familiar with the major trends in management as practiced in the Department of Defense
  - Appreciate the capability of the Office of the Secretary of Defense for providing effective direction and control of the national defense effort

Speaker: The Honorable William P. Clements, Jr., Deputy Secretary of Defense, was nominated by President Nixon to his position on January 4, 1973. He was confirmed by the U.S. Senate on January 23, 1973, and assumed office on January 30, 1973. Mr. Clements was born in Dallas, Texas, on April 13, 1917, and received his education in the Highland Park, Dallas, public schools and at Southern Methodist University. He began his business career in 1938 with the Oil Well Supply Company of Dallas, Texas, and remained with the firm as district manager until 1947 when he founded the Southeastern Drilling Company, now known as SEDCO, Inc. Mr. Clements was a member of the Department of Defense Blue Ribbon Panel in 1969-70. He was chairman of the Board of Governors of Southern Methodist University from 1965 until 1973 and has served as a member of SMU's Board of Trustees. He has been a trustee of the Southwestern Medical School of the University of Texas, a trustee of the Texas Research Foundation and was a member of the Steering Committee of the Dallas County Committee for the White House Conference on Children and Youth. He has been a member of the Advisory Council on the Southwest Center for Advanced Studies. Mr. Clements has served as president of the five-state South Central Region of the Boy Scouts of America and as a member of the National Executive Board of Boy Scouts of America since 1969. He is a past president of Circle Ten Council, Boy Scouts of America. The Deputy Secretary previously had been a member of the National Petroleum Council, a director of the Mid-Continent Oil and Gas Association and the Independent Petroleum Association of America and president of the International Association of Drilling Contractors. He also was a director and member of the Executive Committee of the Dallas Citizens Council and a director of the Dallas Council on World Affairs. Prior to becoming Deputy Secretary of Defense, Mr. Clements had been a director of the First National Bank in Dallas, the Keebler Company and Fidelity Union Life Insurance Company. Deputy Secretary Clements previously was Chairman of the Board of SEDCO, Inc., a company whose major activity is oil well drilling. This is Mr. Clements' third auditorium presentation. His last appearance was on 8 August 1973.

Essential  
Reading:

Bauer, Theodore W. and Yoshpe, Harry B. Defense Organization and Management. Washington: U.S. Industrial College of the Armed Forces, 1971. pp. 1-11, 31-42, 165-173. (Room Set)

These pages provide an overview of some of the major trends in DOD management concepts from 1947 to 1970. In particular they point out differences between the pre-McNamara, McNamara, and post-McNamara management styles.

Remarks of New DOD Secretary at Swearing-In, Commander's Digest, July 19, 1973, p. 3. (ANTHOLOGY TAB A)

These brief remarks provide us with Secretary Schlesinger's thoughts on our highest DOD objectives and long-term perspectives.

Address of Deputy Secretary of Defense Clements at ICAF Convocation, 8 August 1973, p. 2-12. (ANTHOLOGY TAB A)

This reading provides a review of Deputy Secretary Clements' comments on the vital importance of effective management and responsible leadership in DOD. Of special significance are his remarks on actions taken to enhance national security, improve efficiency in DOD operations and implement President Nixon's social and human goals.

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NOTES  
(Unclassified)

0830 Hours, Wednesday, 6 March 1974

(Sections 1-6)

1015 Hours, Wednesday, 6 March 1974

(Sections 7-12)

(S) BASIC NATIONAL SECURITY COUNCIL GUIDANCE  
FOR THE DEPARTMENT OF DEFENSE

- Objectives:
- Be familiar with the role of the National Security Council in formulating national military strategy
  - Be familiar with the basic National Security Council policy statements and memoranda that have given military strategic guidance to the Secretary of Defense and the Chairman of the Joint Chiefs of Staff
  - Understand the purpose, principal provisions, and significance of major National Security Study Memoranda (NSSM) and National Security Decision Memoranda (NSDM)

Essential  
Reading: None

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NOTES  
(Unclassified)

1330 Hours, Wednesday, 6 March 1974

(AP) NATIONAL SECURITY ASPECTS OF U.S. FOREIGN POLICY

- Objectives:
- Be familiar with the general concepts which have provided basic guidance in our international relations
  - Understand the basic principles of the Nixon Doctrine--Peace through Partnership
  - Understand President Nixon's new definition of peace, his policies to achieve this level of stability, and the degree of progress obtained
  - Understand the changing strategic balance, issues, and problems

Speaker: Major General Brent Scowcroft, USAF, is Deputy Assistant to the President for National Security Affairs. He was born in Ogden, Utah, on March 19, 1925. He was graduated from the United States Military Academy in 1947; received a master's degree in 1953; and a doctorate in 1967 in international relations from Columbia University; attended Lafayette College, Georgetown University School of Language and Linguistics, Armed Forces Staff College, and the National War College. He graduated from pilot training in October 1948 and then served in a variety of operational and administrative positions from 1948 to 1953. In July 1953 he was assigned to the Department of Social Sciences at the U.S. Military Academy, where he was appointed assistant professor of Russian history. He remained there until August 1957 when he entered the Strategic Intelligence School in Washington, D.C. From June 1959 to August 1961 he was assigned as Assistant Air Attache in the American Embassy, Belgrade, Yugoslavia. In February 1962 he was transferred to the United States Air Force Academy in Colorado and served as professor and Acting Head of the Political Science Department. From September 1964 to June 1966 General Scowcroft was assigned to Headquarters U.S. Air Force in the Office of the Deputy Chief of Staff, Plans and Operations, and served in the Long Range Planning Division, Directorate of Doctrine, Concepts and Objectives. General Scowcroft was assigned in July 1968 to the Office of the Assistant Secretary of Defense for International Security Affairs and served in the Western Hemisphere Region. In September 1969 he was reassigned to Headquarters U.S. Air Force in the Directorate of Plans as Deputy Assistant for National Security Council Matters. In March 1970 he joined the Organization of the Joint Chiefs of

Staff and became the Special Assistant to the Director of the Joint Staff. General Scowcroft was appointed Military Assistant to the President in February 1972, and in 1973 assumed his present assignment. He has an aeronautical rating as pilot, and his military decorations and awards include the Distinguished Service Medal (Air Force design), Legion of Merit with one oak leaf cluster and the Air Force Commendation Medal. This is his first auditorium presentation at the Industrial College.

Essential  
Reading:

Nixon, Richard M. President of the United States. U.S. Foreign Policy for the 1970's: Shaping a Durable Peace. Washington: U.S. Government Printing Office, 1973, pp. 2-13. (ROOM SET)

Contains the President's fourth annual report of United States foreign policy. He sets forth the philosophy of the Administration's foreign policy and its approaches to peace, and explains the reshaping of American policies to the requirements of the realities of world politics.

Hosmer, Craig. "The New Geopolitics," U.S. Naval Institute Proceedings (August 1973) pp. 19-23. (ANTHOLOGY TAB B)

The 1973 Prize Essay of the Proceedings that outlines the development of U.S. foreign policy since World War II, especially in its relationship to the Soviet Union and Communist China. The author also makes the case for what he considers adequate military preparedness to insure the national security of the United States.

Johnson, U. Alexis. "National Security Policy and the Changing World Power Alignment," Department of State Bulletin, September 11, 1972, pp. 275-282. (ANTHOLOGY TAB B)

A statement by U. Alexis Johnson, former Under Secretary of State for Political Affairs, that discusses the dynamic roles and importance of diplomacy and military strength in the changing international environment.

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NOTES  
(Unclassified)



0830 Hours, Thursday, 7 March 1974

(AP)

STRATEGIC CONCEPTS

- Objectives:
- Appreciate the evolution of strategic thought and its relevance to modern strategies for planning and conducting warfare at all levels of violence, both nuclear and non-nuclear
  - Be familiar with the constraints encountered in fashioning military strategies, their impact on past strategies and their influence on alternative strategies for the future
  - Understand the relationship of modern strategies to national security policy, objectives, and forces

Speaker:

General Lyman L. Lemnitzer, USA (Ret), formerly, Supreme Allied Commander, Europe; and Commander in Chief, U.S. European Command, was born in Honesdale, Pennsylvania, 29 August 1899. He was graduated from the U.S. Military Academy, 15 June 1920 and served until World War II in various artillery assignments in the U.S. and the Philippines. Among his principal assignments during World War II were: War Department General Staff; Army Ground Forces under General Lesley J. McNair; Commanding General, 34th Anti-Aircraft Brigade in England and during the Tunisian and Sicilian Campaigns; Assistant Chief of Staff, G-3 on General Eisenhower's staff for the planning and early operations of the North African invasion; General Mark Clark's deputy in the secret submarine landing in North Africa in October 1942 for pre-invasion discussions with the French. In 1943, while serving as Deputy Chief of Staff, 15th Army Group, he participated in armistice discussions with the staff of Marshal Badoglio, leading to the Italian surrender; early in 1945, while serving as Deputy Chief of Staff Supreme Allied Command, Mediterranean, he entered Switzerland to manage discussions with the German forces in Northern Italy and Southern Austria on May 2. Since World War II, General Lemnitzer's key staff and command assignments have included: 1945-47, Army Member, Joint Strategic Survey Committee, Joint Chiefs of Staff; 1947-49, Deputy Commandant, National War College; 1949-50, Director, Office of Military Assistance, Office of the Secretary of Defense; 1950-51, Commanding General, 11th Airborne Division; 1951-52, Commanding General, 7th Division in Korea, where he led the division in the battles of Heartbreak Ridge, The Punchbowl, Mundung-ni Valley and in the fighting in the Chorwon and Kumhwa Valleys; 1952-55, Deputy Chief of Staff for Plans and Research, Department of the Army; 1955-57, Commander in Chief, Far East and United Nations Commands and Governor of the Ryukyu Islands; 1957-59, Vice Chief of Staff, U.S. Army; Chief of Staff, U.S. Army;

1 October 1960–October 1962, Chairman, Joint Chiefs of Staff. He served concurrently as Commander in Chief, U.S. European Command, effective 1 November 1962, and Supreme Allied Commander, Europe, effective 1 January 1963. General Lemnitzer served as CINCEUR until 5 May 1969 and as SACEUR until 1 July 1969 which dates he was succeeded by General Andrew J. Goodpaster. General Lemnitzer retired on 1 September 1969. At a White House Ceremony on 11 July 1969 President Nixon awarded General Lemnitzer the U.S. Army Distinguished Service Medal (with three Oak Leaf Clusters), the U.S. Navy Distinguished Service Medal and the Air Force Distinguished Service Medal. On that occasion the President stated that it was the first time in history that any individual had received these three high awards at the same time. General Lemnitzer also holds many other awards and decorations, including many foreign decorations, and eight honorary degrees. He is a member of the Industrial College Honorary Faculty. General Lemnitzer has made eighteen lecture appearances before the Industrial College and has participated in ICAF seminars. His last appearance was on 23 April 1973.

Essential  
Reading:

Howard, Michael. "The Relevance of Traditional Strategy," Foreign Affairs. Vol. 51, No. 2 (January 1973), pp. 253-266. (ANTHOLOGY TAB C)  
The historical conditions which made traditional strategy possible have now very largely disappeared. Mr. Howard discusses this change in detail and the effect nuclear weapons have had in bringing about this change.

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NOTES  
(Unclassified)

1015 Hours, Thursday, 7 March 1974

(Sections 1-6)

0830 Hours, Friday, 8 March 1974

(Sections 7-12)

(ID)

DEFENSE REQUIREMENTS PROCESS

Objectives:

- Be generally familiar with the process of translating the approved strategy into total defense requirements
- Be familiar with the interface between the defense requirements process and the Planning, Programming, Budgeting cycle
- Be familiar with the different types of determinations made within the Services and agencies in such areas as weapon system development and force structure

Essential  
Reading:

Cooley, John W. Nelson, Calvin R. and Olewine, Laurence E., "PPBS . . . Alive and Well," The Federal Accountant, Vol. XXI, No. 2 (June 1972). pp. 14-21, (ANTHOLOGY TAB D).

Discusses PPBS in terms of the objectives set forth for the system and how these objectives have been achieved in spite of problems encountered in implementation.

Tiller Carl W., "The Demise of PPBS," The Federal Accountant, Vol. XXI, No. 2 (June 1972). pp. 4-13, (ANTHOLOGY TAB D).

While pointing out why PPBS has died, the author admits that it has made a lasting contribution to the ongoing process of Government in terms of budgeting in the perspective of multi-year planning, the study of "issues" in advance of budget deadlines, and the use of advanced mathematical and statistical techniques for analysis.

Bauer, Theodore W., Requirements for National Defense, Washington: Industrial College of the Armed Forces, 1970, pp. 140-148, (Room Set).

This last chapter of Requirements for National Defense, provides an examination of the progress

made in handling defense requirements during the past decade with emphasis on the role of the Secretaries of Defense, the Joint Chiefs of Staff and the National Security Council plus the refinements made in the Planning, Programming and Budgeting System first introduced in 1961.

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NOTES  
(Unclassified)

1015 Hours, Monday, 11 March 1974

(AP) MILITARY STRATEGY AND POSTURE OF THE SOVIET UNION

- Objectives:
- Understand current Soviet strategic concepts and doctrine for employment of military power throughout the spectrum of conflict
  - Be familiar with the quantitative and qualitative strengths and weaknesses of the existing Soviet military establishment
  - Be familiar with future potential of Soviet military power

Speaker: Lieutenant General Vernon A. Walters, USA, Deputy Director, Central Intelligence Agency, was born in New York City on 3 January 1917. He attended St. Louis Gonzaga University in Paris; Stonyhurst College in England; OCS, Ft. Benning, Georgia; C&GS School, 1943; and a Nuclear Course at Sandia, New Mexico. His military career, most of which was spent in Intelligence, began on 2 May 1941 when he entered the Army as an enlisted man assigned to the 187th Field Artillery at Ft. Ethan Allen, Vermont. After graduation from OCS, he was assigned to the 85th Division in the Intelligence and Reconnaissance Platoon of Hq. Company, 338th Infantry, and later given the additional duty of Regimental S-2. He had military intelligence training at Camp Ritchie. During World War II, he served in North Africa and Italy, and was Military Attache in Brazil, 1945-48. He accompanied Governor Harriman to Korea in 1950, and to Iran in 1951. He was Assistant Deputy Chief of Staff, SHAPE, Paris, 1951-56; Staff Assistant to President Eisenhower, 1956-60; member, NATO Standing Group, Washington, 1956, 1960; and served in Vietnam, 1967. He accompanied Vice President Nixon to South America in 1958; President Nixon to Europe, 1969-70; and to the Azores, 1971. He was Defense Attache, American Embassy, Paris, 1967; interpreter for Presidents Truman, Eisenhower, and Nixon. He participated in IX Pan American Conference in Bogota, Colombia, 1948; Geneva, 1953; and Bermuda, 1955. Major General Walters was nominated by the President to be Deputy Director of the Central Intelligence Agency and to the grade of Lieutenant General on 2 March 1972 and confirmed by the Senate on 10 April 1972. He was sworn in to office on 2 May 1972. This is his first auditorium presentation at the Industrial College.

Essential

Reading: Sokolovskii, V. D. Military Strategy: Third Edition, A Translation Analysis and Commentary and Comparison with Previous Editions, Menlo Park, Calif.: Stanford Research Institute, 1971. pp. 25-27 and pp. 212-254. (ANTHOLOGY TAB E)

Essential  
Reading:

The most recent edition by the Stanford Research Institute of a translation of Soviet military strategy by an authoritative Soviet official and military thinker. This reading exposes the students to how the Soviets themselves view their own strategy. It also includes explanatory notes by Stanford Research Institute editors.

Moorer, Thomas H., Adm, USN. U.S.-USSR Strategic Forces Today, Commanders Digest, November 15, 1973. pp. 2-16.  
(ANTHOLOGY TAB E)

Admiral Moorer compares the capabilities of the U.S. and USSR in ICBMs, SLBMs, strategic bombers and strategic defense forces. In analyzing the overall balance he stresses that despite relative strategic parity, the present momentum of Soviet R and D and determination to narrow the technological gap makes it essential that we increase our strategic R and D effort.

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NOTES  
(Unclassified)

0830 Hours, Tuesday, 12 March 1974

(AP)

MILITARY STRATEGY AND POSTURE OF THE PEOPLE'S REPUBLIC  
OF CHINA

- Objectives:
- Understand Communist Chinese strategy concepts and doctrine for employment of military power throughout the spectrum of conflict
  - Be familiar with the quantitative and qualitative strengths and weaknesses of the military establishment of the People's Republic of China
  - Be familiar with the future potential of the military power of the People's Republic of China and possible changes in its current military strategy as its nuclear capability increases

Speaker: Dr. Richard C. Thornton, Assistant Professor of History and member of the Institute of Sino-Soviet Studies, George Washington University, was born in Camden, N.J. on March 22, 1936. Entering the U.S. Air Force in 1955, he received a year's training in Chinese Mandarin at Yale University before being assigned to the Far East. Dr. Thornton spent the next two and a half years in Japan and Korea as a Chinese language translator. Discharged in 1959, he attended Colgate University where he majored in Russian Studies, minored in Far Eastern Studies and was named Phi Beta Kappa. He received his B.A. from Colgate University in 1961, and spent the following five years preparing for his Ph.D. at the University of Washington in Seattle, receiving his degree in 1966. His major fields of preparation were Chinese and Russian history and languages. His dissertation was "The Comintern and the Chinese Communists: 1928-1931." As part of his research effort for the dissertation, Dr. Thornton traveled to Taiwan in 1964 where he did six months' research at the Bureau of Investigation. After receiving his degree, Dr. Thornton was a Research Associate at the Far Eastern and Russian Institute at the University of Washington for the 1966-67 academic year, during which time he rewrote his dissertation for publication. During the winter of 1966-67, he went on a two-month research trip to the Soviet Union to complete work for the book. Dr. Thornton has been in his present position since the fall of 1967. He has participated in several ICAF seminars. This is his first auditorium presentation at the Industrial College.

Essential

Reading: Moorer, Thomas H., Adm., USN. "PRC Strategic Forces" and "Strategic Capabilities of P.R.C.." Commanders Digest, Nov. 29, 1973. pp. 5-8. (ANTHOLOGY TAB F)

Essential  
Reading:

A brief statement on the PRC's strategic offensive and defensive military capabilities as presented in the Secretary of Defense "Posture Report" FY 1974.

Hsieh, Alice L. "China's Nuclear-Missile Programme: Regional or Intercontinental?" The China Quarterly (Jan-Mar, 1971), pp. 85-99. (ANTHOLOGY TAB F)

An incisive discussion of the development of a strategic nuclear capability by Communist China, exploring the route the Chinese Communists have chosen and the rationales for doing so.

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NOTES  
(Unclassified)



0830 Hours, Wednesday, 13 March 1974

(AP) MILITARY STRATEGY AND POSTURE OF THE UNITED STATES

- Objectives:
- Be familiar with the relationship of national security policy and military strategy
  - Understand U.S. strategic concepts and doctrine for employment of military power, especially as related to deterrence and flexible response
  - Be familiar with the capabilities of the United States to project its military power at all levels of violence

Speaker: Brigadier General W. B. Yancey, Jr., USAF, Chief of the Objectives, Plans and Military Assistance Division, Plans and Policy Directorate (J-5), The Joint Chiefs of Staff, was born in Berwyn, Maryland on 13 August 1924. He was graduated from the U.S. Military Academy in 1946, became a 2d Lieutenant in the U.S. Army Air Corps, and received his pilot wings. He is a graduate of the Armed Forces Staff College, 1962; and Air War College, 1964. During the Korean War, General Yancey served with the 4th Fighter Group and flew 59 combat missions in F-86's. His assignments during the past 10 years have included; Chief, Special Training Division, Directorate of Operations, Hq. Tactical Air Command, Langley Air Force Base, Virginia, 1962-64; Directorate of Plans, Office of the DCS for Plans and Operations 64-68. He became Vice Commander 4525th Fighter Weapons Wing, Nellis Air Force Base, Nevada, in July, 1968, and Commander of the 113th Tactical Fighter Wing, Myrtle Beach Air Force Base, South Carolina, in October, 1968. He was transferred to Vietnam in October, 1969 and served as Commander, 31st Tactical Fighter Wing Tuy Hoa Air Base. When he returned to the U.S. in July 1970, he was assigned to the Directorate of Plans in the Office of the DCS for Plans and Operations as Assistant Deputy Director for Force Development, and in January 1972 assumed duty as Deputy Director. He was assigned to his present position in January 1973. This is his first auditorium presentation at the Industrial College.

Essential

Reading: Nixon, Richard M. President of the United States. U.S. Foreign Policy For the 1970's: Shaping A Durable Peace. Washington: U.S. Government Printing Office, 1973. pp. 178-193. (Room Set)

An overview of President Nixon's defense policy with regard to strategic and general purpose forces and security assistance.

Essential  
Reading:

Kelly, Orr. "New U.S. A-War Strategy Aimed at Soviet Weapons," Washington Star-News (August 19, 1973).  
p. A-12 (ANTHOLOGY TAB G)

A discussion of recent changes in U.S. nuclear strategy vis a vis the Soviet Union that emphasizes the development of a limited "counterforce" capability that could enable the United States to strike certain military targets without destroying Soviet society.

Schlesinger, James R. Secretary of Defense. News Conference, Friday, August 17, 1973. Washington: Department of Defense. pp. 1-13. (ANTHOLOGY TAB G)

Remarks at a news conference held by Secretary Schlesinger in which he outlined current U.S. thinking regarding nuclear strategy in light of the successful Soviet flight demonstration of a MIRV capability.

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NOTES  
(Unclassified)

0830 Hours, Thursday, 14 March 1974

(AP) A CRITICAL EVALUATION OF THE STRATEGY AND POSTURE OF  
THE UNITED STATES

- Objectives:
- Be aware of the ability of the current U.S. military strategic posture to support U.S. national security policies and objectives
  - Appreciate the projected U.S. military strategic posture
  - Appreciate the problems involved in maintaining a viable military strategic posture and those realistic strategic options which should be considered

Speaker: General Maxwell D. Taylor, USA (Ret), former Chairman, Joint Chiefs of Staff, was born 26 August 1901 in Keytesville, Missouri. He graduated from the U.S. Military Academy in 1922 and was commissioned a second lieutenant in the Corps of Engineers. He is a graduate of the Engineer School (1923), Field Artillery School (1933), Command and General Staff College (1935) and Army War College (1940). Prior to World War II, General Taylor served with the 17th and 3d Engineers, the 10th Field Artillery, and as Instructor in French and Assistant Professor of Spanish at the U.S. Military Academy. On assignment to the American Embassy, Tokyo, he was detached to Peking in 1937 as Assistant Military Attache. In 1940 he was a member of a special mission to nine Latin American countries in connection with Hemisphere defense. General Taylor followed his command of the 12th Field Artillery, Fort Sam Houston (1940-41) with a tour of duty in the Office of the Secretary of the General Staff (1941-42), and as Chief of Staff, 32d Infantry Division. He then served in the European Theater as Artillery Commander, 82nd Airborne Division, and Commanding General, 101st Airborne Division (1942-45), returning to the United States for duty as Superintendent of the U.S. Military Academy (September 1945-January 1949). Consecutive assignments followed as Chief of Staff, European Command Headquarters, Heidelberg, the first U.S. Commander, Berlin (1949-51), Assistant Chief of Staff for Operations, G-3, Department of the Army (1951), and Deputy Chief of Staff for Operations and Administration of the Army (1951-53). He succeeded General Van Fleet as Commanding General, Eighth U.S. Army, Korea (1953) and the following year took command of the combined staffs of the U.S. Army Forces, Far East, and Eighth U.S. Army, with headquarters in Japan. He became Commander in Chief of both the Far East Command and the United Nations Command (April 1955) and was sworn in as Chief of Staff, U.S. Army (June 1955). He retired from the Army 20 June 1959 becoming Chairman of the Board, Chief Executive Officer and Director, Mexican Light and Power Company (1959-60) and President, Lincoln Center for

Performing Arts, New York City (1961). General Taylor was recalled to active duty to serve as Military Representative of the President (Kennedy), July 1961-1962, and Chairman, Joint Chiefs of Staff, July 1962-1964. Appointed Ambassador to the Republic of Vietnam (July 1964-1965), he resigned to become Special Consultant to President Johnson. He was President of the Institute for Defense Analyses (1966-1969), and served as Chairman, President's Foreign Intelligence Advisory Board, of which he had been a member since 1961, from 1968 to 30 April 1970 when he again retired. General Taylor is the author of Responsibility and Response (1967), The Uncertain Trumpet (1960). This is his thirteenth auditorium presentation at the Industrial College. His last appearance was on 13 March 1973.

Essential  
Reading:

Buckley, James L. and Warnke, Paul C. Strategic Sufficiency: Fact or Fiction? Washington: American Enterprise Institute for Public Policy Research, 1972, pp. 1-47. (ANTHOLOGY TAB H)

The proceedings of a debate between Senator James Buckley and Paul Warnke (former Assistant Secretary of Defense for International Security Affairs). Senator Buckley argues for increased efforts to improve the quality and quantity of U.S. strategic forces while Mr. Warnke argues against increased defense expenditures. Each evaluates "sufficiency" differently, in large part due to different estimates of Soviet strategic intentions.

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NOTES  
(Unclassified)

1015 Hours, Thursday, 14 March 1974

(Sections 7-12)

0830 Hours, Friday, 15 March 1974

(Sections 1-6)

(ID) COMPARATIVE ANALYSIS OF USSR, PRC, AND  
USA MILITARY STRATEGIES

- Objectives:
- Understand the interrelationships of Soviet, PRC and U.S. military strategies and postures on each other at various levels of conflict
  - Understand the impact of this interrelationship on the fashioning of defense forces of these countries
  - Be familiar with probable alternative future strategies that these countries might adopt and the associated impact on United States national security policy, resource allocation and military force development

Essential  
Reading:

Ikle, Fred C., "Can Nuclear Deterrence Last Out the Century?" Foreign Affairs, Vol. 51, No. 2 (January 1973) pp. 267-285, (ANTHOLOGY TAB I).

While no nuclear devastation has occurred since the USSR and USA became nuclear rivals the author fears that certain dogmas on deterrence have become institutionalized, rigid and potential threats to nuclear peace. He believes we should try now to get these dogmas discarded.

Pierre, Andrew J., "Can Europe's Security Be 'Decoupled' From America?" Foreign Affairs (July 1973) Vol. 51, No. 4, pp. 761-777, (ANTHOLOGY TAB I).

Pierre, concerned with suggestions that the US decouple itself from its strategic commitment to West Europe, discusses three major military problems related to decoupling. He concludes that security of West Europe cannot be decoupled from America; there is no replacement for the US nuclear guarantee.

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NOTES  
(Unclassified)